

Conference Report

The Gulf States, European & North American Law Enforcement Symposium

The International Perspective on
Law Enforcement Cooperation

Beverly Hills, California
3 – 5 November 2009



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Introduction

In a world in which international events have a profound impact on local law enforcement, how can police departments around the world work together to solve the problems of local policing?

To consider this question, 60 members of the international police community gathered in Los Angeles on November 3-5, 2009 for the first *Gulf States, European and North American Law Enforcement Symposium*. Sponsored by the State of Qatar, and co-hosted by the Los Angeles County Sheriff's Department, the French National Police, and the Los Angeles Police Department, the goal of the Symposium was to share individual perspectives on international law enforcement, to understand the impediments to cooperation, to establish mutual goals, and to discuss ways to increase cooperation across national boundaries and police agencies.

From that conference, we have produced this report, one that summarizes the key points and lessons learned. By all accounts, an impressive number of the goals were achieved, and new ones established for the future. Much was accomplished, and much is left to achieve.

Note Regarding the Conference Rapporteurs' Synthesis

The conference organizers wish to recognize and thank the conference rapporteurs, Ann Hassett, documentarian, and Captain Karyn Mannis, Los Angeles County Sheriff's Department, for summarizing the rich discussions which took place during the symposium. No audio or visual recording of any speakers was made during the conference. The following report is therefore a synthesis of notes taken during the conference. While every effort has been made to ensure the completeness and accuracy of speaker's statements and to capture the essence of their messages, the transcriptions are not verbatim.



Conference Agenda

Session I - International Perspectives on Law Enforcement Global Cooperation

- Dr. Richard A. Falkenrath, Deputy Commissioner of Counterterrorism, New York Police Department, USA
- Emile Perez, Chief of the International Police Cooperation Department, French National Police, France
- Jim Chu, Chief Constable of the Vancouver Police Department, Canada
- Khoo Boon Hui, Commissioner of the Singapore Police Force, President of INTERPOL, Singapore

Session II - Professional Diplomacy and Public Trust Policing

- Sheriff Leroy D. Baca, Los Angeles County Sheriff's Department, USA

Session III - Religious Understandings

Islam's Stance on Terrorism

- Dr. Khalil A. Alkhalil, Kingdom of Saudi Arabia

Centrism and Moderation in Islam

- Dr. Mahmoud Alqashan, State of Kuwait

Radicalization and Rehabilitation in Saudi Arabia

- Dr. Abdulrahman Alhadlaq, Kingdom of Saudi Arabia

Session IV - Law Enforcement Exchange Programs

- Sheriff Leroy D. Baca, Los Angeles County Sheriff's Department, USA
- Eugenio Pereiro Blanco, Superintendent of the Spanish National Police, Ministry of Interior, Spain
- Sheriff Gregory J. Ahern, Alameda County Sheriff's Office, USA
- Julian Leyzaola, Secretary of Public Safety, Tijuana, Mexico
- Deputy Chief A.J (Tony) Warr, Toronto Police Dept., Canada
- Major Humood Saad Humood, Ministry of Interior, Kingdom of Bahrain
- Col. Humberto E. Morales, Jr., Air Force Office of Special Investigations (AFOSI), USA
- Gregory Scovel, Acting Director, Naval Criminal Investigative Service (NCIS), USA



Session I

Perspectives on Law Enforcement Global Cooperation



Dr. Richard A. Falkenrath

Deputy Commissioner
of Counterterrorism
for the New York
Police Department

21ST CENTURY POLICE agencies are expected to provide safety and security to increasingly complex communities with international ties. Global migration has created multi-cultural, multi-lingual challenges in many communities, and police agencies must find ways to lead these groups in obeying and supporting the rule of law. With tensions and conflicts high in many parts of the world, it is essential for police agencies to have a global perspective in order to solve local problems.

In many areas, tensions are especially high between Muslim communities and those of Judeo-Christian traditions. In order to successfully keep the peace, it is imperative that police agencies around the world understand the cultural differences that spark these conflicts, and find ways to use that information to increase the ability to police successfully.

Most law enforcement agencies in the US are quite small and busy, with too few resources to be proactive in global policing. On the other hand, the NYPD, like the other larger agencies at the conference, is committed to global interaction. Currently the department is active on several fronts: participating with federal authorities in Joint Regional Intelligence Center (JRIC); assigning detectives abroad in a liaison capacity to learn about incidents on scene and to understand what happened; looking to other countries for “best practices” in order to improve both tactics and community outreach; and hosting international meetings, which puts the agency into direct contact with heads of state.

We have concrete examples of the benefits of the NYPD's cross-cultural connections. For example, we have a population of Pakistani immigrants we needed to connect with, and we were not making inroads. We learned from our counterparts in the UK that South Asian kids like to play cricket. As a result, we created a cricket league for these kids in the Bronx

“With tensions and conflicts high in many parts of the world, it is essential for police agencies to have a global perspective in order to solve local problems.”

*- Dr. Richard A. Falkenrath, Deputy Commissioner of Counterterrorism
for the New York Police Department*

and Brooklyn. The league is now an established part of the community that links the police department with that ethnic community. We meet the kids, we meet the parents, and we have the pulse of that community. That connection came from our working with our international partners.



Emile Perez

Chief of the International Police
Cooperation Department, France

There are significant obstacles facing agencies in pursuit of international cooperation: state sovereignty; differences between police systems; different legal systems; and the language barrier. However I am hopeful that these barriers can be overcome. We need new international cooperation. We all need safe cities and we need international safety. Our police speak different languages but we share similar values despite our differences.



Jim Chu

Chief Constable of the Vancouver
Police Department, Canada

We are preparing for the Olympics in 2010. We intend to provide complete safety for the athletes and visitors coming here from all over the world. We have brought 3,000 policemen to Vancouver from all over Canada. We are looking at this as an opportunity to expand our knowledge of international policing. Gang violence caused by drug trafficking is highlighting the effect of international crime creating local crime in Vancouver. To help us, we have been working with the DEA as well as our partners in Australia. Another area we are concerned with is financial crimes due to the Internet. For example, we had Canadian telemarketers targeting seniors in Florida. We must focus on working well with other police departments from all over the world. We believe in international knowledge transfer – in our training facilities we work with police worldwide. Our challenge is to create the environment where that can be successful.



Khoo Boon Hui

Commissioner of the Singapore Police
Force, President of INTERPOL

We need to improve ways to think about international cooperation. We must be creative, develop new initiatives and best practices. We need to find ways to improve upon the INTERPOL model. It is important to send local teams to international incidents and to help build the competence of their police departments. It is vital to form new personal relationships. We need to understand how to share with the right people what is discussed at this symposium; who should be included in this forum in the future? We must find ways we can institutionalize international cooperation – new initiatives can come out of creative ways of meeting as in today's forum. These meetings look at the future and we learn new best practices. Language is a big problem, funding is a problem for these meetings. We must find solutions.

During the discussion period, members of the conference made these observations:

M. Jürgen Merz, from Germany's Federal Ministry of Interior

Terrorism and organized crime are imminent threats but there are other threats such as child pornography and human trafficking. We need to be as open as possible with each other and try to accept that we are different cultures. We must respect each other's differences and improve mutual understanding.



M. Jürgen Merz
Federal Ministry of Interior,
Germany

David Snowden, Chief of Police, Beverly Hills Police Dept., USA

One of the biggest problems we face are different extradition policies of other countries, which is an obstacle that prohibits cooperation between law enforcement agencies.



David Snowden
Beverly Hills Police
Department, USA

Keith Bristow, Chief Constable of Warwickshire Police, UK

We all share the mission of protecting our communities, but I don't think it's possible to protect just by policing. Things happening thousand of miles away are affecting local crime. Our challenge is that we need to be better at assessing the current and emerging threat in light of the allocation of limited resources, and we need to be better at information and intelligence sharing. We must be able to share tools and techniques.



Keith Bristow
Warwickshire Police,
United Kingdom



Saad Bin Jassim Al Khulaifi
Public Security
Administration, Qatar

**H.E. Staff Major General Saad Bin Jassim Al-Khulaifi,
Director of the General Administration of Public Security,
Ministry of Interior, Qatar**

The problem is complex between smaller counties and large ones like the US. People don't understand the complexity of dealing with a country as large as the US. I have spent time in US and I was fortunate to meet Sheriff Baca and members of the NYPD and they extended their help. That is a huge benefit of this conference. Our job is to strengthen our relationships. We must clear the picture and remove the mistrust. We need to understand the attitudes of the different federal agencies. Overall, we need more trust and more transparency.



Steven L. Gomez
Federal Bureau of
Investigation, USA

Steven L. Gomez, Federal Bureau of Investigation (FBI), USA

We learned from the attacks in Mumbai that a lack of specific knowledge of a country's problems can cause unfortunate delays in response. Threats in the US are going to be different than those in other countries—we should know about different “threat environments” and about our different capabilities. We need to blend our capabilities. Often there are restrictions to keep us from merging our joint efforts. Sometimes this cannot be overcome because of governmental issues. The way to overcome obstacles is in training and conferences like this.

Arif Alikhan, Department of Homeland Security (DHS), USA

Information sharing is one of the most difficult areas of cooperation because we are talking about sharing secret, classified information.



Arif Alikhan

U.S. Department of
Homeland Security, USA

Gregory Scovel, Acting Director Naval Criminal Investigative Service (NCIS), USA

The US has a tendency to over-classify information, and to be oversensitive to secrecy. In terms of criminal intelligence, information sharing at the local level is good, but not necessarily at the national level. Cyber information sharing has new challenges. We need a common lexicon of terms to interpret information correctly.



Gregory Scovel

Naval Criminal
Investigative Service, USA

Session II

Professional Diplomacy & Public Trust Policing



Sheriff Leroy D. Baca
Los Angeles County Sheriff, USA

SIR ROBERT PEEL, the father of modern policing, said, “The police are the public and the public are the police; the police being the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interest of community welfare and human existence.”

Police are a social and organizational force for trust. If the community doesn't trust the police, then the police must do something different. When the community voluntarily obeys the law, then the police are using a different tool for enforcement; they're using interactive relationships to change behavior.

Police are leaders first and enforcement officers second, and they should be trained that way. Today's 21st century police officers must see themselves as leaders. It is therefore critical for us to understand the religions and cultures of the people in our jurisdictions so that we can work together.

A police officer has to be an international thinking leader in today's world. The first order of business is for all of us to acquire knowledge and a vision of the growing diversity that each of our nations is going to face. This is a fact for all countries.

Police officers must respect all religions, nationalities, and walks of life. Our job is to make police officers feel important by fostering trust up and down the ranks; communication up and down the ranks. Police are in the business of sacrificing our lives for all of the citizens of the US. When people are threatened by the police—when we make no distinction between the criminals and the people—people make no effort to report crime. Police officers must live with higher values than any member in any one of our countries. Once the community understands that police have reverence for their humanity and values, then they will move in our direction.

There are 2 global policing principles: global police diplomacy and public participation. Education-based policing will emerge – we will see police as teachers. In order to achieve this an International Police Executive Institute should be created. There should be an International Police College for officers—this would go a long way to highlight the importance of representing their country to the international community. And a long way toward getting the public to police itself.

There are vast problems of information sharing among the federal, state, and local levels. Private agencies don't want us to share openly, and the government doesn't want us to share; the only ones who want to share are us – the police. So we must face this obstacle and find the way to have the best security.

The public shares with each other through such venues as MySpace, Google etc. We must learn from this. We must be prepared for private companies who will take over some law enforcement responsibilities (privatization). We must have a vision for the future.



Yvan Delorme
Montreal Urban
Community Police, Canada

I represent Mexico City, a city of 9 million people – the first thing we must know what is going on locally, in our cities throughout the country, on the borders north and south. Until we can do this, going global is not going to be possible. I have been Chief for 14 months – 80,000 men work for Mexico City Police, and we have a huge problem with lack of trust in the Police Department and in the community. Until we can get the public trust we cannot cooperate – it is not a matter of helping a country through another country.

Interpol has a relationship with the federal police but not with the local police departments. Same with FBI, they have a relationship with embassies or politicians. We need international agencies to recognize the local police forces. We should put in black and white how can we do this in a black and white way – in a continuing conference.



Manuel Mondragon y Kalb
Secretary of Public Security
of Mexico City, Mexico

Keith Bristow, Chief Constable of Warwickshire Police, UK

In the UK everything important is not always measurable. Yet we want to measure how safe people are. We want a diverse workforce – we police diverse communities, and this is not always measurable. Having a

“Having a diverse police workforce is central to having safety in our communities. Having a diverse workforce is not just a nice thing to do; it is imperative to our success in providing safe communities.”

- Keith Bristow, Chief Constable of Warwickshire Police, United Kingdom

diverse police workforce is central to having safety in our communities. Having a diverse workforce is not just a nice thing to do; it is imperative to our success in providing safe communities.

Session III

Religious Understandings



Dr. Khalil A. Alkhalil, Kingdom of Saudi Arabia



Dr. Mahmoud Alqashan, State of Kuwait

ONE OF THE most perplexing aspects of the war on terror is the misunderstanding that non-Muslims have about Islam. Clearing up these cultural and religious misunderstandings will be key in helping the West deal productively with the threat of terrorism, and in paving the way for cooperation between East and West in that fight.

To that end, presentations were made on the following topics:

Islam's Stance on Terrorism

Dr. Khalil A. Alkhalil, Kingdom of Saudi Arabia

Islam is the fastest growing religion in the world, and yet it is one of the most misunderstood. Although nearly one fourth of the world is Muslim, to many the word "Islam" is synonymous with terrorist. Nothing could be further from the truth. Islam rejects all forms of aggression against others. According to Islamic teachings, human life is sacred, and the targeting of innocent people is forbidden. Terrorism is a deviation from Islam, and finds no support in the Quran. Often overlooked is the fact that terrorism is a greater threat to Muslims than to the Western world. Suicide missions are a powerful way for terrorists to cause maximum damage at the least cost. In the future, Muslim scholars and specialists must focus their efforts in confronting radical terrorist thinking among young people. And, on the international level, world policy makers would do well to avoid associating or negotiating with Islamic terrorists.

Centrism and Moderation in Islam

Dr. Mahmoud Alqashan, State of Kuwait

There are 1.57 billion Muslims in the world. And though many people associate being Muslim with being Arab, only 20% of the world's Muslims live in the Arab speaking countries. In fact, the country with the highest number of Muslims is Indonesia. There are over 6 million Muslims in the US. A majority are highly educated, with a high number in the medical profession and education. The word "Islam" comes

“There are 1.57 billion Muslims in the world. And though many people associate being Muslim with being Arab, only 20% of the world's Muslims live in the Arab speaking countries.”

- Dr. Mahmoud Alqashan, State of Kuwait

from the word salaam, which refers to submission to God's will. The 5 pillars of Islam are testimony, prayer, fasting, charity, and pilgrimage. Efforts to strengthen the positive aspects of Islam are best effected by concentrating on strengthening the family, by giving education and support to families.

Radicalization and Rehabilitation in Saudi Arabia

Dr. Abdulrahman Alhadlaq, Kingdom of Saudi Arabia

There is a radicalization process taking place today among the youth of Saudi Arabia. Particularly successful are the many radical web sites that appeal to single young men, providing written materials, chat rooms, videos and tapes. Radicals have been especially successful recruiting young men by exploiting the mistakes and "atrocities" committed by Western allies. The Saudi government is aggressively working to combat these influences by monitoring these web sites, finding and prosecuting those who promote such radical sites, and encouraging Islamic scholars to refute these ideas in public debate and on the web. Prevention programs are aimed at discrediting radical theory, and promoting a more moderate approach to Islam. Rehabilitation programs are also in place to reacquaint detainees with the truth about Islam, that involve religious discussion, study sessions, and psychological evaluation.

The full PowerPoint presentations as they were delivered in the symposium are included with this report. These scholarly presentations can be used to give viewers a better understanding of Islam, and the ways in which terrorism is being addressed in the Gulf States.



Dr. Abdulrahman Alhadlaq, Kingdom of Saudi Arabia

Session IV

Law Enforcement Exchange Programs



Sheriff Leroy D. Baca

Los Angeles County Sheriff, USA

Sheriff Leroy D. Baca, Los Angeles County Sheriff's Department, USA

The theory and practice of police diplomacy is a natural extension of what I call public trust policing: police work that incorporates and encourages public participation in an otherwise closed system.

Police diplomacy, simply put, is a police exchange program where law enforcement officials from different countries cross-train, and share resources and experiences to enhance each region's public safety. America does not have a nationwide police force. What it does have though are 19,000 sheriffs and police departments willing and able to offer expertise in law enforcement techniques and tactics successfully implemented here in the United States.

The Los Angeles County Sheriff's Department has developed exchange programs with our international neighbors for over a decade. We have trained and been trained by countries on all continents. This training has involved urban policing tactics, intervention and preventative techniques, as well as technology sharing in the fight to combat global terrorism.

Eugenio Pereiro Blanco, Superintendent of the Spanish National Police, Ministry of Interior, Spain

Terrorism and organized crime are the country's main policing problems. We need to gain intelligence and develop different strategies in working with other law enforcement agencies. We want to exchange information, practices, and experiences. France has been a principal ally in the fight against terrorism. We also work with agencies from New York and Washington DC. France, United States, and Spain have created structures to work together to combat terrorism. In the European Union, the goal at next year's meeting is to create a structure to better understand and deal with terrorism.



Eugenio Pereiro Blanco
Superintendent of the Spanish National
Police, Ministry of Interior, Spain

**Sheriff Gregory J. Ahern,
Alameda County Sheriff's Office, USA**

We conduct an Urban Shield Program; the exercise is held over a 48 hour period at sites that could be subject to attack (potential infrastructure targets). Local, state, and federal agencies are invited. This year, France also participated, while Israel and Bahrain attended and evaluated the program. Urban Shield is a disaster drill (exercise) that helps to build trust and best practices between regional partners. Private sector also participates. Products, technology, and equipment are evaluated. The next exercise is in September 2010, and you are all invited.



Sheriff Gregory J. Ahern
Alameda County
Sheriff's Office, USA



Julian Leyzaola
Secretary of Public Safety,
Tijuana, Mexico

Julian Leyzaola, Secretary of Public Safety, Tijuana, Mexico

With a population of 2.5 million, and a police force of just 2,100 officers, our greatest problem is organized delinquency. The groups responsible for the problems take advantage of the economic situation and aim to have social status. The groups have turned against the police and the efforts of the police. They practice a unique type of terrorism: they target police in isolated areas while off-duty. They follow the police and assassinate them often in front of their own home. The police department has taken actions to protect the officers: the department is divided into groups of 3-4-5 in which they patrol as a group. They also have obtained vehicles with new equipment, vests, and more potent weapons. This has allowed them to intercept the groups' plans and arrest them, and stop officers from getting killed. International cooperation is needed because the groups operate on both sides of the border (they go to the US to hide and vice versa). The police department has been able to merge with foreign agencies and cooperate so the suspects are unable to hide. We continue to work on education and preparedness with the US so their officers have a better understanding of what to do. The most important thing is to change the mind set of the officers. The principal problem in the police department is that many of the officers were part of the criminal groups. They have identified 470 officers that were working for the criminal groups. By exposing the criminal groups, their social standing can be removed.



Deputy Chief A.J. (Tony) Warr
Toronto Police Dept., Canada

Deputy Chief A.J. (Tony) Warr, Toronto Police Dept., Canada

We have a long-standing officer and training exchange with the NYPD that has been very beneficial. It allows for immediate exchange of information when necessary, which is often much faster than diplomatic channels. We have had other exchanges – for example, Jamaica has sent officers to us and vice versa, which helped us to make arrests of criminals who were hiding in Jamaica. The RCMP liaisons with other countries but it is slow for information to be disseminated to the local level. We have been in discussions with Rotterdam regarding police exchange. We have an officer in Buffalo working with ICE. We had a Swiss officer work with us regarding child sexual exploitation and from South Korea regarding trafficking.

These exchanges have given us new information and methodology, but this kind of exchange is very expensive. The Legislators do not fully understand the value of this exchange. We need to do more debriefing of intelligence officers when they retire – we need more of this so that valuable information is not lost. I'm a great proponent of these exchanges – how do we give the benefit of what we are doing here today to our other police agencies?

**Major Humood Saad Humood, Ministry of Interior,
Kingdom of Bahrain**

Our goal is to reduce crime and civil disorder. In order to achieve this, we share information with neighboring Gulf countries, and allies such as the US. We receive training from the US (ATF and the US State Department) in such areas as cyber crime.



Major Humood Saad Humood
Ministry of Interior, Kingdom of Bahrain

**Col. Humberto E. Morales, Jr., Air Force Office of Special
Investigations (AFOSI), USA**

Our agencies maintain offices in the Gulf States and Middle East. We have a vital exchange program with Amman, Jordan. This program allows our agents to work and reside in their offices, so they can better understand the culture and investigative methods to combat crime. Our agents get masters degrees in the middle east culture – upon graduation our agents go to Jordan get an immersion program in Jordan for 6 months. We have the same exchange with their officers. That exchange program is very beneficial and is a model for creating future operating programs with other countries.

We also host foreign military officers at our military academies (West Point, Naval Colleges, etc) for a year or longer. This provides continuing communication with these officers a base line for communications. Perhaps this model can be transferred to Law Enforcement.



Col. Humberto E. Morales, Jr.
Air Force Office of Special Investigations
(AFOSI), USA

**Gregory Scovel, Acting Director, Naval Criminal Investigative
Service (NCIS), USA**

There is a long history of exchange programs in the military. One example is the joint task force to address piracy. The command rotates among the participating countries, and an analyst is assigned in Singapore. There are mobile training teams who train host countries. Teaming with host nations helps us solidify friendships and communications. We can't survive without cooperation at the local and government level.

Following these presentations, many symposium members talked about specific programs that are in place in their countries, or which they would like to see developed.



Emile Perez, Chief of the International Police Cooperation Department, French National Police, France

We hope to develop new ways to address our new needs and new threats, and to be prepared with an immediate response. We must start by having new training opportunities. In the European Union, we want to deepen the relationship with the national CEPOL, the European college to create a new culture in policing. CEPOL is a network that does training courses - 1,000 a year. We organize a training course in one of the countries—it's a way to work in the culture we do not have. Another is to put a group of officers in a foreign place; we do this in French speaking countries around the world, and this model is working. For the EU countries, France is offering training, which includes joining public service employees and private companies with law enforcement. This is part of the new law enforcement culture—joining police with the private sector in protecting the people. We have strong needs and we have a strong will, and we need to convince the decision makers to follow the lead of the police chiefs.

Keith Bristow, Chief Constable of Warwickshire Police, UK

We need a diverse workforce, because we police diverse communities. All exchanges provide cultural learning, and that is important. Provincial policing needs sensitivity to other people's challenges, and many officers are not exposed to other cultures, so they learn from any foreign travel and training. We can also learn from the military returning from overseas duty.

Khoo Boon Hui, Commissioner of the Singapore Police Force, President of INTERPOL, Singapore

We have a very active training program where we do intense one-day seminars and training. We work with Japanese police, offering more economical ways to do an exchange. They can fly in for one day. We also work with the Australian Federal Police. We run a program for combating organized crime. If you want to come to this hub, we will give you access. Come be a part of this training.

André Muhlberger, Director of Public Security, Monaco

We have a great need for good information. That requires trust – intelligence and information – which is why the relationship with someone you can call is so important. For example, there was an armed robbery in 2007. We asked INTERPOL for help and more than 40 people were arrested, and five of them were arrested in Monaco. It is the responsibility Chief of Police to have these personal relationships.

Sheriff Leroy D. Baca, Los Angeles County Sheriff's Department, USA

The Gulf States represented here are a significant portion of the Arab-Muslim states, and we represent a large portion of the US. Together we need to chart a better message to the people in our respective countries; we can't just let the government speak for us. There needs to be another voice: the voice of Professional Police Diplomacy. Global diplomacy is not only political, it is also



Michael Downing, Los Angeles Police Department, USA



André Muhlberger, Director of Public Security, Monaco

professional. The nature of America's foreign policy has always been a military one. For example, the American police have never been asked to do anything for the Pakistani Police. But we could provide valuable support in training, and they need that support.

You are leaders in your countries. You can speak to your governmental leaders about the police being national leaders. I would encourage you to write letters to the White House proposing an American Ambassador to international police forces. To represent our voices, we need a White House Office of Policing.

To what degree do you believe your country needs to have national policy towards international policing? Perhaps we need sub-chapters of INTERPOL, in order to have a policing voice world-wide.

Until such policies are in place, be assured that the Los Angeles Sheriff's Department will always welcome any request from around the world, and share our policies and our technology.

Dr. Albert Carnesale, Moderator

Let's summarize and discuss some of the issues raised at this conference.

- Is there value in multi-national planning?
- What system do we need to share this information other than meetings?
- What are the greatest threats you face?
- What kinds of exchanges are most valuable?
- What about the legacy question – how do we pass on this information when officers retire?
- What can we learn from what the military does?
- What should be the interaction between the public and private sectors?
- Should police to be a part of national policy making?
- What are the next steps?

Manuel Mondragón y Kalb, Secretary of Public Security of Mexico City, Mexico

I appreciate getting to know you at the conference – it is so important to share information on geopolitical concerns. Mexico City Police department often interacts with other departments.

Our most important problems are armed robbery, contraband, auto theft, and terrorism.

We should keep in touch; get to know each other and meet again. We need to build a web and a continuing relationship. The Mexican police and the city know the importance of the exchange of information and the development of an organized



Dr. Albert Carnesale, Moderator



Lt. Col. Badar Al Shaqsi, Oman



structure to incorporate new technologies. We are ready and willing to pursue those things.

Gregory Scovel, Acting Director, Naval Criminal Investigative Service (NCIS), USA

Information sharing and the speed with which we need to share information are critical. We need to focus on the criminal; the best way to fight crime is through interchange. Perhaps we should do this in smaller groups, like Commissioner Khoo Boon Hui does in Singapore. We can hold regional meetings.

Arif Alikhan, Department of Homeland Security (DHS), USA

We support law enforcement to law enforcement exchange, local and international. There is a lack of understanding between law enforcement and politicians and policy makers – this becomes obvious, for example, in officer-involved shootings. Law enforcement has been insular, but this is changing, and the same must be done with policy makers. As you talk about exchanges you should add government and policy makers to this. They can be your best allies or they can be a problem.

Eugenio Pereiro Blanco, Superintendent of the Spanish National Police, Ministry of Interior, Spain

We are in agreement that terrorism and organized crime transcends all borders, because organized crime knows no borders. The continued interchange of information is necessary. It remains important to work together internationally but also nationally. Exchange of information – information is power. Often we are not willing to share this power, we forget that we are public servants and for public servants we must have the interest of the public, we are owned by the communities not the organizations. We speak of best practices but we do not talk about worst practices because we do not want to reveal bad practices. We must share this; it is how we learn.



Roderick Jett, Las Vegas Metropolitan Police Department, USA

Other ideas expressed in the discussion include:

- It is important to see police officers as leaders. Law enforcement people at local level need to understand this, and governmental policy needs to be in place to facilitate more communication between federal, regional and local levels.
- There is a continued need to create mutual understanding between people of all races and cultures. It is our responsibility to get this message to our departments, and to the general population.
- Police departments should make use of Muslim experts in their areas, and be aware of cultural differences.
- What will be beneficial would be to bring in middle management - civilians who work in our departments - as well as head of agencies.
- Budget cuts force us to focus on local issues. It's a tough sell to increase foreign travel and training in the current economic environment.



Mohamed Al Nassr, Embassy of Qatar, Washington D.C., Qatar

- Rapid and quick transfer of information is critical, especially in the crime of money laundering.
- If we cooperate we'll achieve a lot.
- With police departments, the exchange of information can be with each other without government interference; the interchange between departments can be very simple, giving us a great advantage over other national organizations.
- How do we pass this on? Perhaps we need fewer senior people in the room, and should bring in local officers.
- US law enforcement needs a voice in Washington; there is a major weakness in this area.
- It is impossible to protect the local communities without an international aspect – we need to understand information sharing.
- The addition of the Gulf States has made this symposium very powerful.
- We need to find ways to link our already existing networks.
- Let's keep in touch before the next conference – get email addresses so that we can insure that there is some institutional continuity. Keep the spirit going.

Sheriff Leroy D. Baca, Los Angeles County Sheriff's Department, USA

Thank you all for the extraordinary effort you made to come here and participate. We are your reliable partners. We appreciate that the Gulf States have been a driving force in support of this meeting, and it reminds us that even as we focus on our day to day responsibilities, we must widen the role of police.

We ask you the Gulf States – how influential do you want the international police forces to be a part of your policing strategy? You have met some of the best police leaders in the world here, and you are part of this leadership. You have an historically important role in the world, and you can lead the world toward peace. If the strategy of marketing world peace comes from the Gulf States, you will see that this will trump any terrorist act. We as police leaders can help you with that strategy. Take advantage of this opportunity and decide what you want to do – the next step is up to you.

How do we improve? One way is by agreeing that criminals should not be protected by data systems. Criminals should be exposed by data systems. Police records are number one in solving crimes.

My hope is that the Gulf states and the European states would send a message to the White House about how important this conference is to your country. Let's support the education and cooperation of police worldwide.



Salem Al Zaabi, Ministry Of Interior, United Arab Emirates



Ahmed Alhasani, Gulf Cooperation Council, Oman



Summary and Questions for the Future



Matt Wollman, Los Angeles County Sheriff's Department, USA

Information Sharing:

Information sharing happens at many different levels: among Federal agencies, between the Federal agencies and their state and local partners, as well as across sovereign borders. In some instances secrecy may inhibit the flow of information while in other examples, procedures, bureaucracy and cultural circumstance may be the contributing factors. In any case, there is little doubt that exchanges of a personal nature and cooperation by and between law enforcement partners internationally is of high value and importance.

Legacy:

Can the information from this conference be passed on to our successors? Will the rank and file in our forces have the same degree of interest in the subjects we are discussing today? How do we create a sustaining level of international/global dialogue while at the same time re-educating our officers to think like independent leaders? Are there programs that can address these issues?

Communication Systems:

Is there a way in light of our busy schedules and limited resources to maintain these dialogues? How can we stay in touch individually, as groups or as a whole?



Training:

There appear to be a great number of bi-lateral training and exchange programs already in existence. Additionally, there are local and regional training centers, some embedded in universities that are promoting the international perspective. How can we better organize these opportunities? Should there be a global training curriculum or center that acts to promote all of these opportunities? Consensus suggests that training programs and exchanges result in broad based opportunities to internationalize the participants. What are the next steps?



Opportunities to Meet in Person:

Nothing can replace the trust gained from the opportunity to share with your counterparts. How can we economically continue to promote these kind of face-to-face gatherings? Where will the second annual Gulf States European & North American Law Enforcement Symposium be held?



